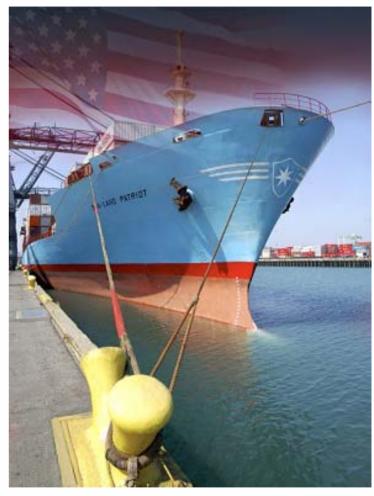
Introduction





Introduction

"We simply cannot, as a nation, fight the fight without the partnership of the commercial maritime industry."



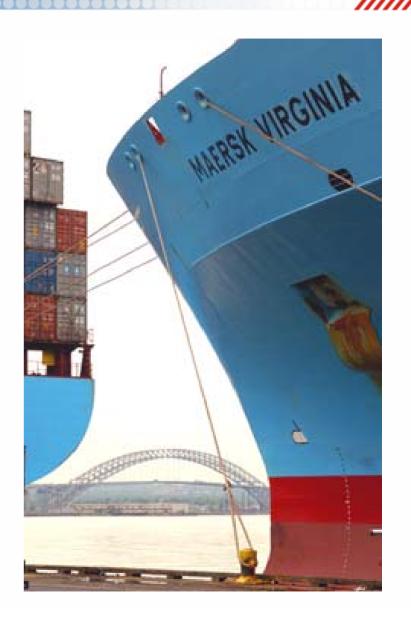
Today's Challenges

 State of the art technologies

Potential for military use

• Initiatives needed to integrate commercial and





Today's Challenges – Underlying Themes

- Dual use
- End to end connectivity



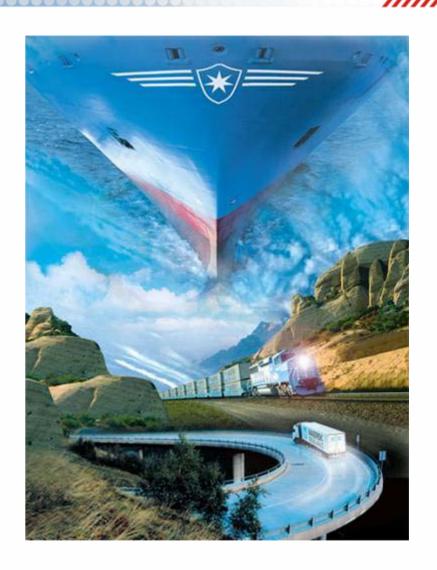


Commercial Dimensions and Capabilities



Commercial Dimensions and Capabilities

- Maersk owns/charters over 600 vessels 300 of which are containerships
- 30 million miles sailed
- 32,000 port calls
- 35 ocean terminals operated
- Intermodal network
- 60,000 employees in over 125 countries



APM Terminals More than 35 ports world-wide



US Force Deployment/Maersk Presence



U.S. Flag Liner Services

Contract Vessel Management

Special Vessel Management

Vessel Life Cycle Management

Integrated Defense Logistics

MLL-DoD Partnerships

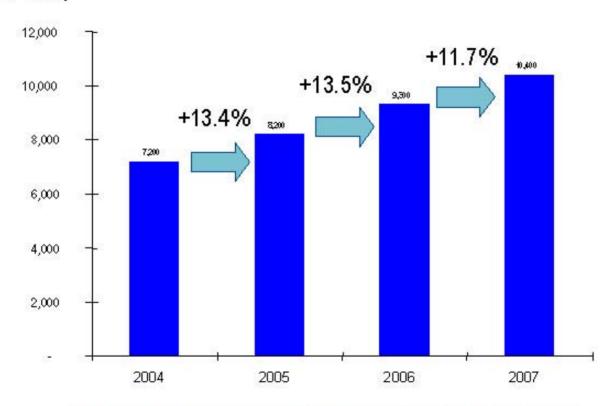
- Maritime Prepositioning
- Ammunition Prespositioning
- LMSR Vessels
- A-Class Ship Conversions
- TAGOS and Special Mission
- Universal Service Contract
- MSP/VISA





Supply Outlook – nominal capacity

(Thousand TEU)

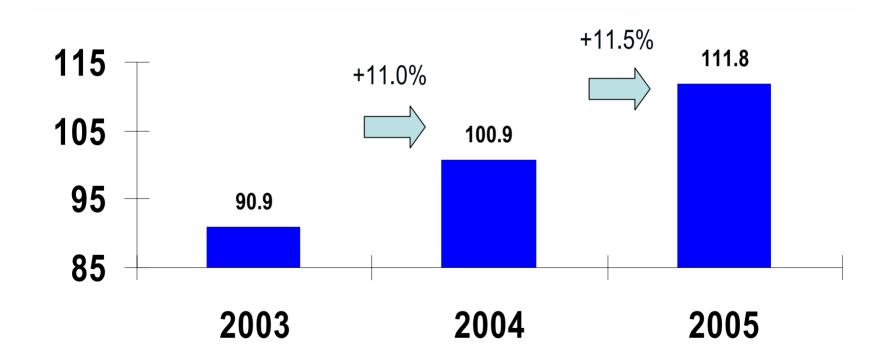


Source: Drewry Shipping Consultants, confirmed orders, includes estimates for scrappings

Most major shipyards now have order books filled well into 2007

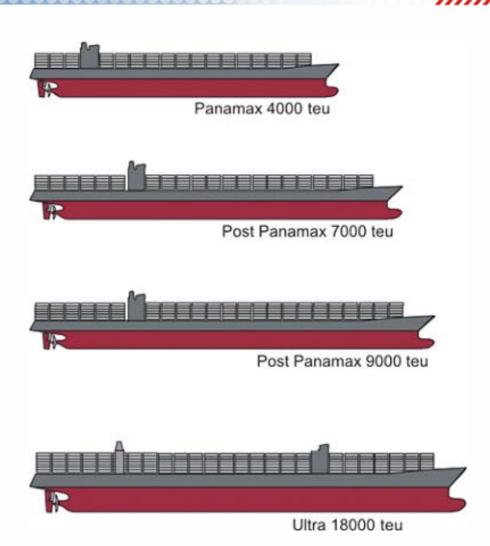
Global Container Trade

Million TEU



Technologies Shaping Container Trade Growth

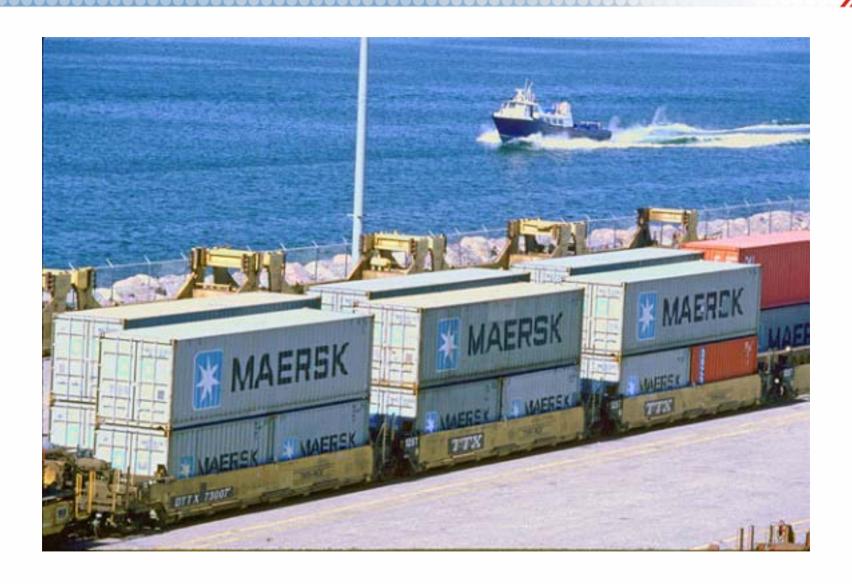
- Vessel Size and Design
- Vessel Speed
- Port and Terminal Efficiencies
- Growing Intermodal Networks



Ports and Terminals



Ports and Terminals - Congestion



Intermodal Networks

- Factory to foxhole coordinated logistics
- MSP/VISA access to commercial intermodal networks





Commercial/Military Integration

- Broaden military use of global transportation network
- Use of high-speed vessels
- Use of commercial hull designs for military uses
- Broaden military use of commercial supply chain





Needed Government Initiatives

- Continues use of VISA/MSP
- Make the commercial -government partnership a win/win arrangement
- Mitigate risks



Seabasing

- Sea Basing provides a critical joint future military capability for the U.S.
- Future Sea Basing needs are beyond today's operating capabilities.
- The U.S. should realistically test its Sea Basing capabilities.

